

PROMOTING EXCELLENCE IN ARKANSAS THROUGH
TRAINING, ASSESSMENT AND RECOGNITION



ARKANSAS INSTITUTE FOR PERFORMANCE EXCELLENCE

October, November, December 2017

2018 Governor's Quality Award Applicant Training

Interested in applying for a Governor's Quality Award in 2018 and beginning a journey towards performance improvement? Using the questions in the *Baldrige Excellence Framework* you prepare an application and submit it to be assessed by a team of trained examiners to determine award level with a feedback report on gaps and strengths. All applicants are recognized at the annual Awards Celebration.

There are four levels of award with the Governor's Quality Award Program:

- Challenge
- Commitment
- Achievement
- Governor's Award for Performance Excellence



The Governor's Quality Award Program provides training on writing an award application at all levels of award. Training for the 2018 award cycle is provided below.

Applicant Training I—The Organizational Profile and Basic Baldrige Concepts

Learn how to write your Profile and discover the impact it has on everything your organization does strategically. Applicant Training I has been expanded for 2018 to include assessing your organizational maturity for processes and results. **This workshop is now available by webinar for those interested in applying for a Challenge Award or knowing more about the program and the Baldrige criteria. Contact Sue Weatter at (501)372-2222 for this webinar.**

Applicant Training II – Key Processes and Their Results

Tuesday, November 14 | 9 a.m. – 4 p.m.

Identify key processes in your key work systems and assess their effectiveness in deployment through evaluation in the six categories of Leadership, Strategy, Customers, Knowledge Management, Workforce and Operations. *This training is for Achievement and Governor's Award applicants.* **To register for this training session, go to www.arkansas-quality.org and click on Upcoming Events.**

Commitment Award Training

Tuesday, December 5 | 9 a.m. – 4 p.m.

In this workshop you will learn how to write a Commitment Award level application by assessing overall processes in the seven categories of Leadership, Strategy, Customers, Knowledge Management, Workforce, and Results. *This training is for Commitment Award level applicants.* **To register for this training session, go to www.arkansas-quality.org and click on Upcoming Events.**

Applicant Training III – Focusing on Details

Tuesday, January 9 | 9 a.m. – 12 p.m.

Determining key measures, their metrics and how they are used to improve processes for greater output will be the focus of this workshop. *This training is for Achievement and Governor's Award applicants.* **To register for this training session, go to www.arkansas-quality.org and click on Upcoming Events.**

Make this the year you apply for a Governor's Quality Award!

Contact Sue Weatter at 501-372-2222 or sweatter@arkansasstatechamber.com for information on how to get started.

First Step in Driving State Efficiencies: Create an Agency Profile

The following article was posted on October 2, 2017 by Dawn Bailey. “First Step in Driving State Efficiencies: Create an Agency Profile,” Baldrige Performance Excellence Program, Blogrige <http://nistbaldrige.blogs.govdelivery.com/>, 2017

How does a state government begin the process of strategic planning across many diverse agencies and workforce representatives?

For the state of Arkansas, it began with the Efficiency Project, which was conducted by the Arkansas Policy Foundation of 21 state agencies and has already resulted in the identification of 184 cost-saving initiatives. The Baldrige Organizational Profile has been one of the tools used.



Strategic planning became a state focus when Governor Asa Hutchinson announced that one of his top three goals for year one was to “drive the implementation of state efficiencies and streamline state operations.” Governor Hutchinson created the Office of Transformation in December 2016 to support these goals.

To guide strategic planning across state agencies, the Baldrige Organizational Profile tool and process were recommended by Randy Zook, President/CEO of the Arkansas State Chamber of Commerce.

“State government is like any other organization. It serves customers and delivers services through processes,” said Zook. “Those processes can most effectively be improved through the Baldrige framework.” The State Chamber partners with the Arkansas Institute for Performance Excellence (AIPE) to promote Baldrige-based training and the Governor’s Quality Award to the state of Arkansas.

Sue Weatter, Executive Director of AIPE, said the Baldrige Excellence Framework and its Organizational Profile was already being used as a resource to guide organizations at both the state and national levels; the Baldrige framework includes an entire category for strategic planning and overall strategy. Weatter said AIPE, a member of the Baldrige-based Alliance for Performance Excellence, made itself readily available to state agencies to guide them through the Baldrige process.

“Our program was originally created with discretionary funding from the [Arkansas] Governor’s office,” said Weatter. “We continue to have a strong partnership. It seemed like an opportunity for our program to give back to the state.”

After meeting with Amy Fecher, Chief Transformation Officer of the Governor’s Office of Transformation, Weatter and Bill Craddock, a state and national Baldrige examiner, as well as the lead trainer for the Governor’s Quality Award Program, said it was decided that each state agency would create an agency profile that answered the questions in the Baldrige Organizational Profile as its first step. The agency profile would also use a few additional questions aligned with the overall goals of the Governor’s strategic plan.

“Any gaps in responses to the questions asked in the Organizational Profile could be used as a goal for the agency’s strategic plan,” said Weatter. Similarly, in the strategic planning category of the Baldrige framework, any gaps in how an organization answers a question may become an area to prioritize for improvement when conducting strategic planning or simply considering strategy.

First Step in Driving State Efficiencies (continued)

The Organizational Profile is a free Baldrige resource intended to give organizations critical insight into the key internal and external factors that shape their operating environment. These factors, such as an organization's vision, values, mission, core competencies, competitive environment, and strategic challenges and advantages, impact the way the organization is run and the decisions made. As such, the Organizational Profile helps an organization better understand the context in which it operates; the key requirements for current and future business success; and the needs, opportunities, and constraints placed on its management systems.

She added, "The questions in the Organizational Profile can provide a consistent baseline in discovering gaps across different agencies within state government. Each agency functions separately with different missions, visions, core competencies, etc., but they all share the same goal of serving the people in their state with the most efficient use of taxpayer dollars and resources under the direction of the Governor. It was a sign of transparency on the part of Arkansas state government to be willing to assess themselves using the same process used by so many businesses and organizations in Arkansas."

Over two days, the AIPE provided the same training on writing an Organizational Profile to state agencies that is provided to organizational applicants for a Governor's Quality Award. Attendee representatives, who comprised agency heads or their designees, answered the questions used for writing an Organizational Profile. Craddock, who also serves as a senior examiner for the national Baldrige Performance Excellence Program, led the training sessions, which included state and national Baldrige resources. In addition, Craddock made himself available to answer questions by email following the training if agencies had questions about Baldrige terminology or on other topics. Each agency was asked to use their answers to the Organizational Profile questions to identify efficiencies within their agencies.

Said Craddock, "The participants were predominantly senior leaders from the various state agencies. Their active participation through follow-up questions conveyed both understanding and insight. It was exciting to see them extend the learning connections from the training to the development of their agency strategic plans."

"The strategic planning process has been very successful for Arkansas in large part to using the Baldrige Criteria," added Fecher. "This process has helped agencies that have never done strategic planning get the baseline needed to develop their plans. I have enjoyed reading through all of the plans and continue to learn new things throughout this process."

A Tactical Plan to Assess Your Cybersecurity Risk

Facilitated by John Burgess, President of Mainstream Technologies in Little Rock, this series of three workshops will give you tools to understand and improve what is critical to your organization's cybersecurity risk management. Using the *National Institute of Standards and Technology Cybersecurity Framework* and the *Baldrige Cybersecurity Excellence Builder*, you will know the questions you should be asking in self-assessing cybersecurity in your organization. All three workshops will be at the State Chamber. Cost is \$50 for each workshop.

- **Identifying and Managing Cybersecurity Risk** -Thursday, December 7 | 9 a.m. to 12 p.m.
- **Ensuring Delivery of Critical Infrastructure Services**—Tuesday, January 16 | 9 a.m. to 12 p.m.
- **Discovering, Responding and Recovering After a Cybersecurity Event** -Thursday, February 22 | 9 a.m. to 12 p.m.

Go to www.arkansas-quality.org and click on the *Upcoming Events* tab to register for this workshop.



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QUALITY.ORG

The Arkansas Institute for Performance Excellence, a private non-profit 501(c)(3) corporation, was established in 1994 for the purpose of supporting the broad-based use of quality principles throughout Arkansas to drive performance improvement. The organization, governed by a volunteer Board of Directors, is statewide and is incorporated in Arkansas, located in Little Rock. In November of 2008 the Board of Directors voted to enter into a partnership with the Arkansas State Chamber of Commerce, which provides facilities and administrative support and marketing and promotion assistance to the program.

The Arkansas Institute for Performance Excellence was founded by concerned Arkansas business leaders who understood the need to recognize companies reaching for the highest standards in their products, services and processes and who understood the need for organizations to have the tools and training to improve and to strive for performance excellence. The Board of Directors believe that by continuous improvement of our competitiveness in the global marketplace, we can help ensure more jobs, a stronger economy for our state, and a better tomorrow for all Arkansans. The Institute administers the Governor's Quality Award, an award process open to all organizations within the state, both for-profit and not-for-profit.

Watch for regional Baldrige and ISO 9001:2015 Workshops in 2018!

2017-18 Program Calendar

2018 Applicant Training II	November 14
2018 Commitment Training	December 5
Identifying and Managing Cybersecurity Risk	December 7
Applicant Training III	January 9
Ensuring Delivery of Critical Infrastructure Services	January 16
Discovering, Responding and Recovering After a Cybersecurity Event	February 22
2018 Board of Examiner Application Deadline	February 28
Examiner Training I	March 6
Applications Due	March 30
Examiner Training II	April 4-5
Healthcare Seminar	June 19
Site Visits Conducted for Achievement and Governor's Levels	May-June
Panel of Judges Convene for Final Award Level Determination	August
2018 Governor's Quality Award Celebration	September